



Primary care network (PCN) development

MARCH 2019

PCNs need to be in place by 1 July 2019. We know that some groups of practices and GP federations are early adopters whilst many are either in very early stages or have not yet begun the journey.

As you will have read, some of the non-core work within general practice is moving to a network level contract which means all practices are urged to join a network of 30,000 – 50,000 population size. All networks must submit an application for their network directed enhanced services (DES) contract to CCGs by 15 May with some services such as extended hours to be delivered at network level as early as July 2019. It is likely that a number of PCNs will require some assistance to get to this point. Even some well-established PCNs and federations may wish to re-think their current strategies.

PCC can provide facilitated sessions and meetings at any stage of the network development journey. Our support will assist in developing agreed terms of reference, selecting a clinical lead, aims and objectives of the network along with governance arrangements. As we work with the network we can share our experiences and identify quick wins appropriate to the population and local issues. While PCNs are relatively new, the work required to make them happen is ideally placed within our skillset and is a combination of what PCC have been delivering for many years.

Some areas we have already provided support in are:

- Facilitated and engagement sessions to drive collaborations and agree vision and aims
- Governance support
- Leadership development and coaching
- Personal and team development training
- Organisational change and workforce planning
- Premises and estates
- Finance and contracts
- HR and legal advice

We are acknowledged experts in the field of primary care and recognise that every area is different. We will listen to your needs and match those to our experts, agreeing objectives and outcomes.

Please see below how we can help you deliver against the NHS England maturity matrix and get in touch at enquiries@pcc-cic.org.uk to discuss your requirements.

Support element		Aims
Local network development	Development of a plan to include shared vision, values, goals and agreed purpose. By meetings and facilitation.	Defining the network vision, agreeing the priorities for your network and planning the next steps including meeting all requirements of 15 May deadline.
	Engagement sessions	PCN overview and context, sharing the vision, culture and values, agreeing how networks will work together, next steps and actions. Content to include tools to help develop communications and engagement plans and resources including how to engage patients, team members and the public.
	Diagnostic and transformation plan development sessions	Provide the skills and expertise to diagnose, design and develop a PCN transformational and organisational development plan that takes account of all practices. Skills matrix and development plan template available to identify skills set and development requirements across administration teams including the ten high-impact actions.
	Rapid improvement cycle implementation	Participants to focus on at least one clinical/service area to improve the health outcomes of their population using quality improvement tools.
	Facilitated sessions to build relationships and drive collaborations	Bespoke facilitation of network meetings delivered by a dedicated facilitator/trainer with agreed objectives and outcomes.
	Practice team development	Enabling practices to work together (as a PCN) to focus on improving productivity and reducing workload pressure while developing teams and maximising resources. Sessions include care navigation, smarter working and correspondence management (workflow optimisation).
	Collaborative working – building and sustaining relationships	Take practices and PCNs through the stages of change management including cultures, values and behaviours. Outcomes to include agreeing how to work together, early wins and review of skills in order to create a successful and sustainable PCN.
	Management development	Workshops available including performance management, appraisal skills. Leadership programmes for network leads to drive and deliver change.
	Personal and team development training	Effective communication, influencing, courageous conversations, avoiding conflict, managing change, project management.

Support for development of network leaders	Specifically seeks to build leadership from a broad constituency including clinical and non clinical	One to one coaching and leadership development programme. Practice manager development programmes tailored to local requirements to enable practice managers to become leaders and agents for change for their PCNs.
Personal and team development	Facilitation, change management, engagement, communication, project management, service redesign and improvement support	Delivered directly to networks and through peer network activities across an STP/ICS and/or region - delivery across a wider area as a more cost effective option, plus value in sharing learning and experiences
Peer learning events for networks	To share learning and experiences, on-going support and reassurance, access to experts via Q&A, surgery sessions or helpdesk	Virtual webinars and access to dedicated network on NHS Networks. Facilitation to support the PDSA model to reflect and share learnings. A series of workshops using collaborative learning to share what works at a local level. Use of improvement science methodologies to accelerate learning and adoption of new models
Subject matter expertise	Network-level workforce analysis and redesign, population health, personalised care and patient engagement, workforce development (HR, employment law, appraisals)	Legal and HR expert support and guidance to avoid pitfalls of changing working structures. Expert input to getting the governance in place to share staff effectively across practices, including written agreements to avoid future pitfalls. Support with organisational change and structure of PCNs including the leadership team's accountabilities.
Technical support	Premises and estates directions, finance and contracting	Accessible via workshops and webinars. Local workshops or facilitated sessions also available.